

1. Which of the following scenarios best describes a Classic structure?

0 / 1 point

- ☐ Imagine you are managing an important project at a company that requires all orders to go through its shipping department. However, your project is on a tight schedule, and the shipping department has a backlog of orders. You decide to meet with your direct manager to ask for approval to place the order through a third-party vendor. Ultimately, your direct manager has to meet with a vice president to get final approval.
- ☒ Imagine you work at a small marketing agency, and you have just begun a new project. All of the company's graphic designers work in the Art department and report to the Art Director. However, two of those graphic designers have been assigned to your project, so they will also report to you while working on the project.
- ☐ Imagine you work alongside a small group of project managers. One of your current projects shares team members with another, ongoing project. To make sure you hit your next milestone, you want your team members to work only on your project for the next two weeks. You decide to meet with your team to discuss your proposal.
- ☒ Incorrect
Matrix structures involve team members reporting to functional and project managers simultaneously. In a Classic organization, project managers are part of a top-down hierarchy. Frequent reporting of project status updates may be required to pass up through management levels to keep higher leaders informed.

2. Why is it important for a project manager in a Matrix organization to clearly define roles and responsibilities? Select all that apply.

0.5 / 1 point

- ☒ Because employees may report to more than one person and have multiple responsibilities across teams
- ☒ Correct
In both Classic and Matrix organizations, project managers must clearly define roles and responsibilities in order to work effectively. However, within most Matrix organizations, some project managers may have the same level of authority as the functional managers and operate more directly.
- ☒ Because project managers need to identify their single manager or director
- ☒ This should not be selected
In the Classic structure, a project manager is more likely to have a single manager or director. In a Matrix structure, a project manager may report to more than one person and may have the same level of authority as functional managers.
- ☒ Because project managers must get approval from their direct superiors for any decisions they make about day-to-day project activities
- ☒ This should not be selected
In the Classic structure, it's more likely that a project manager must get approvals from their direct superiors. In a Matrix structure, a project manager may report to more than one person and may have the same level of authority as functional managers.
- ☒ Because project managers can have the same level of authority as functional managers

- ☒ Correct
While it's always important to define roles and responsibilities clearly, the more complex reporting structure of a Matrix organization makes this task especially crucial. Functional areas tend to cross paths more frequently, and depending on the nature of the work, the responsible manager for each area has the most authority.

3. What are some ways that organizational structure can impact the role of a project manager?
Select all that apply.

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- ☒ Their possibility of career growth
- ☒ This should not be selected
While project managers' career paths will vary, all organizational structures can provide opportunities for career growth.
- ☒ Their access to resources
- ☒ Correct
Organizational structure may affect how the project manager accesses the people, equipment, and budget that they need. A project manager working in a Classic structure may depend on the functional managers in their organization to approve resources. In a Matrix structure, a project manager may need to share project resources and negotiate priorities with other groups.
- ☒ Their level of authority
- ☒ Correct
A project manager's level of authority and responsibility will vary in different organizational structures. In a Classic structure, a project manager might have less authority and a tighter scope. In a Matrix structure, a project manager will have to cooperate with other leaders in their organization and may have less direct authority over their team members.
- ☒ Their approach to getting approvals
- ☒ Correct
Since Classic structures have a clear chain of command and Matrix structures do not, the process for getting approvals in these organizational structures differs. A project manager in a Classic structure may have to get approval from the appropriate managers, directors, and department heads in order to complete certain tasks. A project manager in a Matrix organization, on the other hand, may have more autonomy to make decisions for the project as needed.

4. What are some key functions of a Project Management Office (PMO)? Select all that apply.

0.75 / 1 point

- ☒ Strategic planning and governance
- ☒ Correct
PMOs define project criteria, select projects according to the organization's business goals, and provide a business case for those projects to management.

☒ Creating project documentation, archives, and tools

☒ Correct
PMOs invest in and provide templates, tools, and software to help manage projects and help maintain their organization's project history.

☒ Implementing project management best practices

☒ Correct
PMOs share lessons learned from previous successful projects and provide guidance about processes, tools, and metrics to ensure consistency.

☒ Managing the organization's income and expenses

☐ This should not be selected
Typically, the PMOs do not manage the income and expenses of the organization. PMOs create project documentation, conduct strategic planning, and implement project management best practices.